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19 NOV 1987

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OCA 87-5564
2 October 1987

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing to HPSCI Staff Members on Agency Post
Employment Practices by the Office of Personnel

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1. On 1 October 1987, Ted Price, Director of Personnel; [redacted] Deputy Director of Personnel; [redacted] Chief of Special Activities Staff of the Office of Personnel; and [redacted] Deputy Director for Employee Benefits and Services, briefed Bernard Toon and Calvin Humphrey at their request on Agency procedures and practices for following up on Agency employees who leave the Agency.

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2. Price provided an organizational treatment of the services of the Special Activities Staff and the Retirement Branch and addressed attrition rates for FY 1986 (5.5%) and for FY 1987 (4.2% thus far). In response to a question, he described the four Agency retirement programs and indicated that these programs are now fully managed by the Agency.

3. [redacted] then described his role, i.e., managing those employees who run into some difficulty either for performance, medical, trial period problems, etc. He sees his role of trying to "salvage people" where he can, but in cases where separation must occur he seeks to ensure he fully knows the problems and issues leading to dismissal and actively works to make certain the employee is fairly treated. He reported that he follows about [redacted] individuals but only [redacted] are of real concern. Through a series of anecdotes, [redacted] and Price illustrated why and how these [redacted] are identified and handled by his staff. He also conveyed the sense of real concern the Agency takes in handling people who are dismissed or resign in lieu of dismissal. The Agency has a paramount concern that employees leave feeling well treated in order to prevent potentially destructive and vengeful security breaches. [redacted] also described that in some cases he maintains contact with those he believes need continued monitoring.

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4. [redacted] described the membership and role of the Employee Review Panel and the Personnel Evaluation Board. In response to a question about those who leave for CI or serious

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security breaches, Price discussed Agency mechanisms and procedures and Boards entrusted with such cases. A question about possible prosecution was answered by Price, saying that in some cases the FBI is informed. In addition, there is a reporting mechanism for advising other government agencies when an individual loses their security clearances. Toon inquired about contacts with foreign nationals, with Price informing him of Agency practices for reporting such contacts here and overseas. Toon asked how we missed Howard, to which Price replied that under current practices Howard would have been spotted and helped.

5. [] followed with a description of the Retirement Affairs Branch. For those who are about to retire, the Agency provides a range of services, including vocational testing, job searches, seminars, etc., and more activities are planned. After retirement, the Agency still maintains some contact with retirees, both because we manage the retirement programs and because we will continue to assist in job placement. Humphrey asked if the Agency had not recently done a survey of retirees. [] passed, and Humphrey took with him a copy of the survey. Finally, [] reported that for those who resign, his unit interviews and debriefs to spot problems and in some cases to recycle back into the Agency. When asked why people resign, [] advised that the reasons run the spectrum which would be typical for any large organization.

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6. The Office of Personnel clearly conveyed the impression that the Agency has a rigorous system for spotting problems, providing help where appropriate, and for monitoring those who represent potential problems for the Agency. Indeed, Toon summarized the meeting with a remark to this effect.

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